



## At the Intersection of Healthy and Well: Accountable Care

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## Four Macro Trends in Healthcare

- » “Retailization” of Healthcare
  - Exchanges make healthcare a personal and individual choice
  - Consumer-driven health plans, solutions and services
- » An “on demand” society
  - Convenient (time and location)
  - Reasonable costs
  - Use of technology
- » Affordable access to primary care
  - Shortage of primary care physicians
  - Need for additional providers to meet demand
- » The movement to Accountable Care
  - Payers and providers are looking for total population health solutions



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# Why Walgreens?

## Why Walgreens?

Our Purpose:

To help people get, stay and  
live well.



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Our definition  
of **well** is where  
happy and  
healthy meet  
and are most  
convenient.



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## Why Walgreens?

### Healthcare Vision

To be the leading  
community healthcare  
provider and partner for  
providers and payers

### Healthcare Mission

To offer a full range of  
integrated services and  
solutions to improve  
patients outcomes and  
satisfaction while lowering  
overall costs



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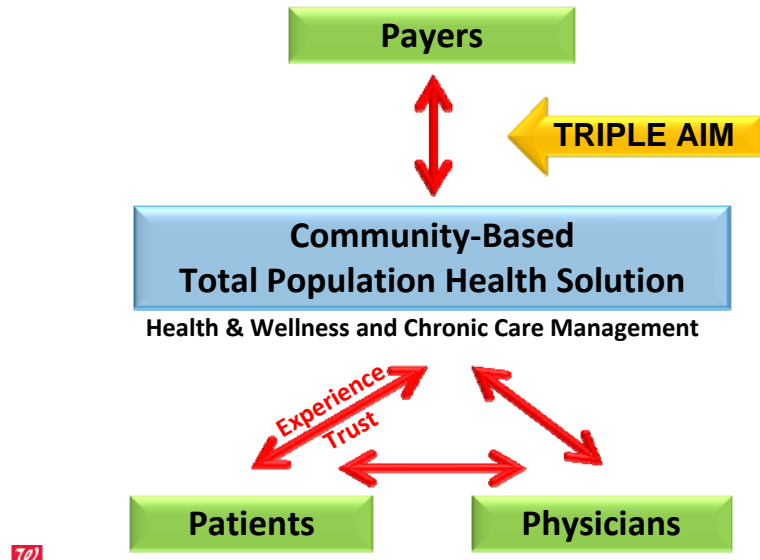
## Solving the Triple Aim

*Triple Aim is one of the leading forces in the U.S. to motivate healthcare systems to stretch beyond traditional clinical roles and work towards broad population health improvement.*

The Triple Aim™ : A framework for profound systemic change in health care.

*Institute for Healthcare Improvement*

# Walgreens Affordable and Accessible Total Population Health Solution



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# Spirit of innovation continues

An entire store centered on the very idea of "well"

A New Healthcare Experience



Beautiful



Fresh



Inviting



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## Redefining Community Pharmacy

State to State Video



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## Walgreens Quadruple Aim

### TRIPLE AIM™

- Lower total medical costs
- Improved health
- Improved experience

-- PLUS --

- **Helping physicians fill gaps in care**



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# Walgreens Healthcare Assets

## National Network of Retail Pharmacies

- ▶ **8,071** pharmacies employing **68,000** trusted health care professionals
- ▶ Located within **3 miles of ~65% of Americans = 6 M customers each day**

## Specialty Pharmacy

- ▶ **#4 in the Industry**
- ▶ 700 HIV Centers of Excellence

## Infusion Services

- ▶ **#1 infusion provider** in the nation with 100 sites in 36 states
- ▶ 1000-1500 nurses deliver infusions either at home or at our sites

## Hospital System Solutions

- ▶ **171 Out Patient Pharmacies** in major institutions such as Yale and Northwestern
- ▶ **Well Transitions** – significantly reduces hospital readmits

## Retail Clinics

- ▶ **~370 Take Care Health Clinics** located in Walgreens stores in **19 states + DC**
- ▶ **~1500 NPs and 40 PAs**; every clinic has a collaborating physician

## Employer Health Centers

- ▶ **370+ On-site health centers** at employer locations; 40+ years experience
- ▶ **160+ employer clients** in **45 states**; serving **~10 M employees** at work

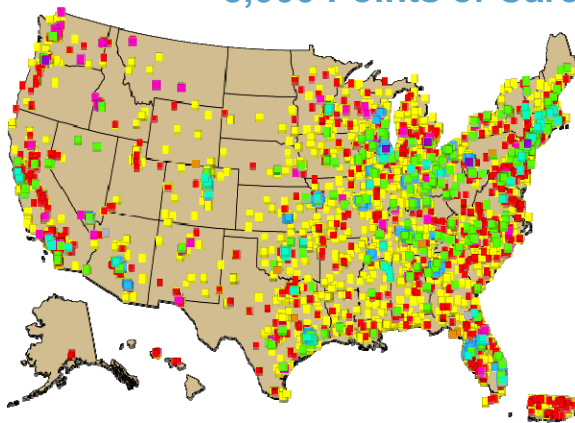


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# A True National Provider

## 8,000 Points of Care



- Retail - Existing
- Retail - Approved
- Take Care Clinics
- Take Care Worksites
- Hospital On-Sites
- Specialty
- Home Infusion/Respiratory Therapy
- Mail Service



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## Enabling the Primary Care Medical Home with a community-based population health solution



*Our integrated services help identify, manage and control acute health issues and chronic conditions through affordable and convenient access to health care services*

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## Walgreens is Working on the Triple Aim: Improve Patient Health Outcomes

### Pharmacist-led Diabetes Education Program at Worksite

#### Program Goals:

- Achieve and maintain HbA1c  $\leq 7.0\%$
- Enhance patient adherence and self-care

#### Program Design:

- Initial one hour consultation with pharmacist
- Monthly 1:1 follow-up consultations
- Incentives for participation



#### Outcomes included:

- 330 patients contacted/185 enrolled
- 91% remained actively engaged
- HbA1c values decreased from 7.72% to 7.05%
- HDL value increased from 42.75 mg/dL to 44.38 mg/dL
- 58% of patients achieved goal  $\leq 7.0\%$  for HbA1c versus 48% at inception
- 100% patient satisfaction rate

\*Frazee SG, Raulerson W, Schwab H, Broome R, Davis J, Patwardhan A, Murphy P. Improving Health Outcomes and Reducing Cost in Chronic Disease Management: Impact of a Pharmacist Led Diabetes Education Program at a Workplace Pharmacy. Health & Productivity Management November 2010 Vol 8, No 1-2, pg 32-36.

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## Walgreens is Working on the Triple Aim: Improve Patient Health Outcomes

### Community Pharmacist Counseling Program for Medication Adherence

A comparison between adherence to statins and thyroid medications in two community pharmacies

- Face-to-face counseling by trained pharmacists at the site of care
- Counseling occurred when patients initially filled their prescriptions
- First refill rate = percent of patients who refilled their prescriptions within two weeks of expected refill date

First Refill Rate	Pre	Post	X <sup>2</sup>
Intervention	55.7%	70.4%	p<0.01
Control	56.2%	61.7%	ns

\*Jiang, JZ, Khandelwal, N, PhD, Rudkin, K, PharmD, Duncan, I. "Impact of Community Pharmacist-led Counseling on Improving Medication Adherence." Abstract submitted to ISPOR conference 2011



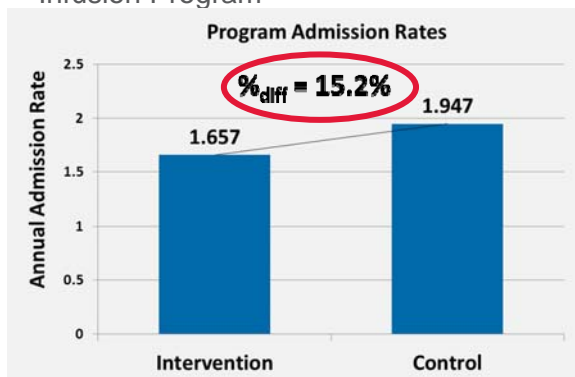
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## Walgreens is Working on the Triple Aim: Lower Total Medical Cost

### Hospital Admission Reductions

Stage D Heart Failure Patients Participating in a Home Inotropic Infusion Program



**236 Patients in Program**

**Admission Savings (est.) = \$17,187 per patient**

**Total Group Savings ~\$4.1 million**

\*Taitel, M., Meaux, N. Hospital admission reductions among Stage D heart failure patients participating in a home inotropic infusion program. Heart Lung. 2011;40(4):366.



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## Walgreens is Working on the Triple Aim: Lower Total Medical Cost/Improve Patient Experience

### **Well Transitions:** Post hospital discharge medication reconciliation and adherence program

#### **Goals**

- Obtain discharge diagnoses and medications and bedside delivery of first fill to 80% of patients
- Follow-up call or visit within 70 hours to 80% of patients with medication counseling and reconciliation
- HCAHPS score greater than 60%
- Reduced Re-admissions

#### **Initial results with one hospital – pre-publication results**

- Achieved HCAHPS goal; improved HCAHPS scores from ~50% to ~63% (26% improvement)
- ~40% lower likelihood of re-admissions



DeKalb's Comprehensive Medication Compliance Approach, February 2013

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## Walgreens is Working on the Triple Aim: Improve Patient Satisfaction

#### **Well Experience:**

- Industry-changing model completely centered on the customer/patient experience
- Move the pharmacist out in front of the pharmacy
- Provide consultations on prescription and over the counter medications plus private counseling and screening services
- **70%** of our pharmacy patients rank their patient satisfaction as a **9 out of 10**

#### **Take Care Clinics:**

- Engage the Gallup organization to measure patient engagement
- Four course required training program on improving the patient experience
- Customized coaching tool for managers based on patient visit observations
- **3 out of 4 patients** are **“highly engaged”** – top 10% of companies Gallup measures



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## Walgreens: Extending the Collaborative Care Continuum

### Top 5 Ways Walgreens can fill the Care Gap:

#### Our Pharmacists:

- Primary Prevention (i.e. vaccinations) and Screening Services
- Health and Wellness Services—Exercise and Better Nutrition
- Medication Adherence Services

#### Our Nurse Practitioners:

- Care for Minor Episodic Illness
- Chronic Condition Management



## Walgreens Population Health Solution

### Health Plan Population Health

### Community – Based Population Health

Telephonic



Face-to-Face

Inaccessible



Convenient

Outside of  
Physician  
Care Team



Part of  
Physician  
Care Team



# Defining Accountability

## Enabling the **Primary Care Medical Home** with a community-based population health solution



*Our integrated services help identify, manage and control acute health issues and chronic conditions through affordable and convenient access to health care services*



## Walgreens Well Network and its three ACOs

First pharmacy chain to be approved by CMS to have an ACO

*Dynamic and trusted community leaders positioned to deliver high quality care*

### 31,000 Lives - Temple, Texas

- 65 physicians' offices
- 12 current hospital sites/ 29,000 square miles
- 112 Walgreens Pharmacies



SCOTT & WHITE  
Healthcare



Walgreens  
Well  
network.

### 7,600 Lives – Largo, Florida

- 100 provider multi-specialty practice
- Largo location contains a Walgreens Health System Pharmacy
- 156 WAG Pharmacies and 9 Take Care Clinics



DIAGNOSTIC CLINIC  
*Your One-Stop Medical Home!*



Walgreens  
Well  
network.

### 10,000 Lives – Marlton, N.J.

- 350 multi-specialty physicians and 70 physician extenders
- Over 110 locations throughout NJ and Southeastern PA
- 208 WAG Pharmacies and 8 Take Care Clinics

advocare



Walgreens  
Well  
network.



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## Accountability to our Patients

What Patient – Centric means to Walgreens:

- Patient Satisfaction/Patient Experience
- Quality Scores
- Access
- Convenience
- Trusted Advisors



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## Accountability to our Partners

- ACOs (Scott & White, Diagnostic Clinic, Advocate)
- Affiliations with Health Systems (i.e. Johns Hopkins)
- Major Employers ~10 million employees
- RxAllly– 12,000 independent pharmacies + 8,000 Walgreens locations



## Accountability to our Payers and Employers

- Payers and Employers want --
  - An affordable and effective Population Health Solution that:
    - Lowers costs
    - Improves care and outcomes
    - Improves patient satisfaction
  - Employers are looking for gain-sharing opportunities
    - Return on their investments



## Accountability to Society

### Four Macro Trends:

- » “Retailization” of Healthcare
- » An “on demand” society
- » Affordable access to primary care
- » Payers and providers are looking for total population health solutions



Questions?

**Thank You**

*“To achieve our broad population health goals we need to understand and intervene across the whole spectrum of determinants, not just health care.”*

*Blog :Improving Population Health: Policy. Practice. Research.;*  
*Unpacking the Triple Aim Model; David A. Kindig, MD, PhD*